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6 June 1955

MEMORANDUM FOR: Director of Personnel

SUBJECT: Personnel Career Board Responsibilities

1. PROBLEM: To properly allocate responsibility for advising the Director of Personnel on personnel management matters that affect the Personnel Career Service.

2. FACTS BEARING ON THE PROBLEM:

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a. [] dated 25 June 1954, states in paragraph 4.c.(2) that "The Head of each Career Service will establish a Career Board and such subordinate Panels as he may consider necessary to advise him on personnel management matters and, as he directs, to monitor the application and functioning of the personnel program as it affects the members of that Career Service."

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b. OPM No. 6-54 [] dated 25 January 1954, revises the charter of the Personnel Career Board and states that it "acts in an advisory capacity only ... in planning and effecting job assignments, rotation, promotion and training for members of the Personnel Career Service."

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c. OPM [] dated 6 April 1955, establishes the Personnel Career Planning Committee (PCPC), to succeed the Rotation Planning Committee, and assigns to it responsibility for "Recommending to the Head of the Personnel Career Service, or in other services where appropriate," and "recommending to the Head of the Personnel Career Service the timely reassignment of returnees from overseas assignments."

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d. OPM 6-54 [] and OPM [] are in conflict, in that they assign advisory responsibility for reassignment activity to the Personnel Career Board in the first instance, and to the PCPC in the second. The PCPC makes its recommendations directly to the Director of Personnel who may or may not then ask the Personnel Career Board for advice.

3. DISCUSSION:

a. It would seem that assignment of advisory responsibility for personnel management matters to the PCPC, which at present is not an arm of the Personnel Career Board, is not in accord with [] which establishes Career Board and subordinate Panels to act in an advisory capacity to the Head of the Career Service.

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- b. The Personnel Career Board is composed of senior officials of the Personnel Career Service, and the PCPC is composed of a smaller group of less senior officials. Since the PCPC acts independently of the Board and, in some instances at least, its recommendations may not be known to the Board, the Board is divorced from active and continuous participation in those activities with which it should be most concerned, i.e., the movement of personnel for whose career planning it is responsible.
- c. Should it be necessary to delegate advisory responsibility for re-assignments to a group other than the Personnel Career Board, then it would logically follow that advisory responsibility for promotion, rotation, training, and all the other "developmental techniques" should also be so delegated since effective career planning cannot occur with access to only a limited number of the tools for accomplishing this planning.
- d. On the other hand, should it prove desirable to adhere to the established career board structure as set forth in and as implemented in all other areas of the Agency, these advisory responsibilities would be delegated to the Personnel Career Board or to one or more Panels subordinate to it.
- e. If it is desirable to establish panels subordinate to the Board, the delegation of responsibility can be of two types.
- (1) Delegation of responsibility for advising on actions at certain levels. This should be parallel with delegation of corresponding authority for taking such actions. For example, if it is desired that of all requests for promotion to GS-7 and below, be delegated to the Executive Officer, then the Personnel Career Board could also delegate the advisory responsibility on career planning for those levels to its Executive Secretary, to an appropriate Career Management Officer, or to a subordinate panel.
 - (2) Delegation of responsibility for advising on certain types of actions. These may include promotions, re-assignments, rotation, details, training, etc. Or they may involve actions of different degrees of importance such as re-assignments within a Division, between Divisions, to positions on the T/Os of other operating components, to overseas assignments, etc.

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4. CONCLUSIONS:

- a. Since the Personnel Career Board is responsible for advising

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the Director of Personnel on personnel management matters and for monitoring the personnel program as it affects the members of the Personnel Career Service, the Personnel Career Planning Committee should work through the Board and not independently of it.

b. To give full effect to this determination, and to create a basis on which internal policies can be founded, the Board must participate in the consideration of re-assignment, promotion, training and rotation of an individual case basis.

c. Such subordinate groups or Panels deemed necessary to efficiently service the Board can be created as need becomes apparent.

5. RECOMMENDATIONS:

a. That OPM 6-54 and OPM be rescinded.

b. That an OPM be prepared which will constitute the Charter of the Personnel Career Board, setting forth its organization, responsibilities and functions.

c. That the Personnel Career Planning Committee be established as an arm of the Personnel Career Board with its functions set forth in the Board's Charter.

d. That the Planning Staff be responsible for speedily preparing the proposed OPM, working in close collaboration with the Personnel Assignment Division and the Development Staff.

Deputy Director of Personnel
for Planning and Development

Approved:

Director of Personnel

Date

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